

NASA Procedural Requirements

NPR 1000X

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COMPLIANCE IS MANDATORY

**Mission Support Planning Process
Responsible Office: NASA's Office of Institutions and
Management**

Table of Contents

Preface

P.1 Purpose
P.2 Applicability
P.3 Authority
P.4 References
P.5 Cancellations

Chapter 1 Responsibility

Chapter 2 Implementation

Chapter 3 Products

Chapter 4 Measurements

Appendices

Preface

P.1 Purpose

The Mission Support Planning Process was created to ensure that NASA's mission support base is aligned and configured to optimally support mission while identifying potential risks, threats, and opportunities for mission success. The Mission Support Planning Process sets and integrates specific goals, objectives, and risks to achieving institutional alignment across five mission support areas: workforce, infrastructure, finance, information systems, and management systems. The process also yields the High-Impact/High-Priority objectives that NASA will emphasize over the next year, as well as planned Agency-level actions that will ensure achievement of these goals. The culmination of this planning process results in the Mission Support Plan (MSP). The MSP can be found in Appendix A of this document. The MSP will provide a framework for addressing institutional risks to mission.

By assuring alignment to mission and integration across the Mission Support Offices (MSOs), the MSP is a tool for MSOs, Centers, Mission Directorates, and NASA Senior Leadership to understand and maximize the effectiveness of institutional contributions and reduce negative impacts to mission.

NASA shall put in place structures and processes to ensure: 1) that the appropriate goals and objectives are developed and prioritized, 2) that risks and barriers to these goals are identified and understood by all parties, both institutional and programmatic; 3) that the most critical and cross-cutting institutional risks are elevated to appropriate levels; and 4) that consideration and evaluation of these risks informs Agency-level decisions on strategy, implementation approaches, and budgets.

P.2 Applicability

This NPR is applicable to NASA Headquarters and NASA Centers, including Component Facilities and Service Support Centers.

P.3 Authority

NPR 1000.0 NASA Strategic Management and Governance Handbook
NPR 1000.3 The NASA Organization
NPD 1001.0 NASA Strategic Plan
NPD 1000.X NASA Mission Support Plan
NPR 8000.4 Risk Management

NPR XXX
02/12/ 2007

Page 2 of 19

DRAFT NPR- Not for distribution

P.4 References

- a. NPD 1000.3, NASA Organization
- b. NPR 1400.1, NASA Directives System
- c. NPR 7120.5, NASA Program and Project Management Processes and Requirements
- d. Government Performance and Results Act of 1993.
- e. National Aeronautical and Space Act of 1958, Public Law 85-568

P.5 Measurements

Assurance of adherence to this planning process will be measured using the following controls:

- a. Addition to responsible/appropriate performance plans.
- b. Demonstration of alignment of specific organizations goals to the Agency's mission support goals and objectives.
- c. Oversight by Deputy Administrator with quarterly reporting requirements to Operations Management Council.

P.6 Cancellations

NPR XXX does not cancel any previous NPR or NPD documents.

CHAPTER 1 RESPONSIBILITY

1.1 Deputy Administrator

The Deputy Administrator shall:

- a. Assure the Operations Management Council (OMC) reviews the MSP quarterly.
- b. Provide a forum for elevating issues, risks, and concerns within the Agency.

1.2 MSP Lead

The Mission Support Plan Lead shall:

- a. Create and manage the integration across the Centers, MSO's, Mission Directorates, and Focus Area Leads, including arbitration and final MSP document decisions.
- b. Report quarterly to the OMC on status towards accomplishing the goals and objectives identified in the MSP.
- c. Ensure that integration occurs across MSO's, Centers, and Focus Areas.

1.3 Focus Area Leads

The Focus Area Leads shall:

- a. Lead the Mission Support Focus Area Teams.
- b. Create and prepare the Focus Area Document
- c. Create and manage the integration across supporting MSO's, including arbitration and final Focus Area Document decisions.
- d. Assess and monitor metrics against their Focus Area Document goals and objectives.
- e. Elevate "risks of concern" to the appropriate MSP lead.
- f. Gather data and reporting metrics, risks and issues quarterly to the MSP Lead for the MSP status report to the Operations Management Council.

1.4 Mission Support Offices

The Mission Support Offices shall:

- a. Participate in the Focus Area Document process and provide data and information to the Focus Area leads on, measurements, metrics and report information.
- b. Work in concert with the Centers to align resources to support and implement the Focus Area Documents.
- c. Be accountable for their portion of the MSP.

The Mission Support Offices covered under this MSP are:

- a. Office of Safety and Mission Assurance¹
- b. Office of the Chief Engineer¹
- c. Office of Program Analysis and Evaluation
- d. Office of the Chief Financial Officer
- e. Office of the Chief Information Officer
- f. Office of the General Counsel
- g. Office of the Integrated Enterprise Management Program
- h. Office of the Chief Health and Medical Officer¹
- i. Office of External Affairs
- j. Innovative Partnerships Program Office
- k. Office of Program and Institutional Integration
- l. Office of Institutions and Management
 - 1) NASA Shared Services Center
 - 2) Office of Diversity and Equal Opportunity
 - 3) Office of Human Capital Management
 - 4) Office of Infrastructure and Administration
 - 5) Office of Procurement
 - 6) Office of Security and Program Protection
 - 7) Office of Small Business Programs
- m. Office of the Chief of Strategic Communications
 - 1) Office of Communications Planning
 - 2) Office of Education
 - 3) Office of External Relations
 - 4) Office of Legislative and Governmental Affairs
 - 5) Office of Public Affairs

¹ The Office of Safety and Mission Assurance, The Office of the Chief Health and Medical Officer, and the Office of the Chief Engineer have programmatic as well as institutional responsibilities. The scope of this plan only covers their institutional activities.

1.5 NASA Centers

NASA Centers shall be responsible for implementing the MSP.

1.6 Office of Program Analysis and Evaluation

The Office of Program Analysis and Evaluation (PA&E) shall:

- a. Establish standards for the kinds and levels of metrics used in implementation of the MSP.
- b. Perform performance analysis of the impact to Agency strategy for the MSP.

1.7 Office of Program and Institutional Integration

The Office of Program and Institutional Integration (OPII) shall assure integration of MSP with other Agency Plans.

2.0.1 Link to Governance Processes

a. Link to Strategic Planning

The Mission Support Planning Process follows the Agency Strategic Planning Process by requiring the MSP follow the same publication schedule as the Agency Strategic Plan. The MSP shall be updated every three years, or more often if the Strategic Plan is updated. If the Agency publishes an updated or interim Strategic Plan, an updated or interim MSP must follow.

b. Link to Planning, Programming, Budgeting and Execution Processes (PPBE)
Mission support resource and planning needs shall be addressed as part of the PPBE process and shall be reflected in the annual; Strategic Planning Guidance issued to NASA Headquarters Offices and Centers. Priorities on goals and objectives shall set resource priorities.

2.1 Mission Support Planning Process

An integrated mission support planning process that involves Senior Agency Leadership, MSOs and Centers shall be conducted on a recognized frequency to assure alignment to Agency strategy and mission. The process shall assure alignment of NASA resources to the Agency's Strategic Plan and lay out a set of integrated institutional goals and objectives in five functional areas: workforce, infrastructure, management systems, information technology, and financial management. The process shall establish investment and funding priorities as an integral part of the annual planning, programming, budgeting, and execution (PPBE) process. The process shall identify existing and potential barriers, i.e. issues and risks, which threaten plan success and provide key indicators to monitor that success.

The Mission Support Planning Process aligns the 20+ Mission Support and five Functional Support Offices along five major functional areas referred to as Focus Areas. The NASA Deputy Administrator designates the Mission Support Plan Lead to guide the planning process and develop products that support NASA's mission. The NASA Deputy Administrator also designates Focus Area Leads in each Focus Area who support the MSP Lead and lead the planning in their Focus Areas.

2.1.1 Joint Planning

Headquarters MSOs and the Center mission support organizations shall be jointly responsible for enabling mission, identifying and managing institutional risk to missions, and for identifying and mitigating future institutional risks. This shall be accomplished by identifying mission support needs in the early stages of program and project planning and shall be addressed as part of the PPBE Process.

2.1.2 Setting MSP Goals, Sub-goals, Objectives

The MSP Lead shall develop an integrated set of overarching Mission Support Goals. These Goals shall provide the top-level framework from which lower level sub-goals and objectives will be derived.

- a. Each Focus Area Lead, working with the relevant HQ offices and the Centers, shall set their own sub-goals, objectives, and metrics. These sub-goals and objectives shall support the Mission Support Goals.
- b. Sub-goals shall be prioritized through the Mission Support Planning Process, with concurrence of the MSP Lead and OPIL.

2.1.3 Risk Management Planning

As part of the Mission Support Planning Process the MSP Lead, Focus Area Leads, MSOs, and Centers shall follow a continuous risk management process per Agency policy. These entities shall identify risks, manage those risks, and plan accordingly for those risks.

2.1.4 Performance Planning

Agency-level measures shall be identified through the Mission Support Planning Process and updated annually during the development of the annual budget request. At the organizational and individual level, performance goals are established and measured. In all cases, performance goals are specifically linked to the MSP.

a. Metric Development

The Office of Program Analysis and Evaluation (PA&E) shall establish, in coordination with the MSOs standards for the kinds and levels of metrics used in implementation of the MSP. All Agency level performance goals shall have assigned success criteria used to determine progress toward achievement of that level of performance. The criteria shall be delivered annually to PA&E for evaluation and assessment during development of the annual performance plan.

- b. Metrics and measurements shall be set by the Focus Area leads in coordination with the MSOs and Centers.

2.1.5 Link to Mission Support Office Planning

Mission Support Offices, working in concert with the Centers, shall align their organizational plans to the MSP.

2.2 MSP Development

The MSP is a high level strategic document that was developed through the Mission Support Planning Process. It is a dynamic document that assures alignment of NASA resources to the Agency's Strategic Plan and lays out a set of integrated institutional goals and objectives in five functional areas: workforce, infrastructure, management systems, information technology, and financial

management. The MSP includes five Focus Area Documents - one per area - that the Agency shall review annually based on enhancing mission success and reducing risk to the NASA Mission. The MSP shall establish investment and funding priorities as an integral part of the annual planning, programming, budgeting, and execution (PPBE) process

The MSP Lead shall develop the Mission Support Plan in concert with Focus Area Leads, MSOs and Centers. Each Focus Area Lead produces a Focus Area Document that identifies their area's goals (sub-goals of the overarching MSP Goals), objectives, outcomes, and metrics. These Focus Area Documents comprise one chapter of the MSP and form the basis for the MSP structure.

2.2.1 MSP Focus Area Development

Each Focus Area Lead shall work closely with the various Mission Support Offices they represent to produce a Focus Area Document for inclusion in the MSP. The Focus Area Documents each describe several sub-goals, the objective of each sub-goal, the outcome of reaching each sub-goal, and the metrics by which success will be measured. The Focus Area Documents shall be updated annually.

2.2.2 Plan Development Schedule

MSP publication will follow the NASA Strategic Plan publication schedule. As required by the Government Performance and Results Act of 1993 (GPRA), the NASA Strategic Plan is published every three years and may be updated more often, as necessary. Therefore, NASA will publish the MSP every three years. However, if the Agency publishes an updated or interim Strategic Plan, an updated or interim MSP must follow.

2.3 Mission Support Plan Execution

MSO's and Centers shall jointly implement the elements of the MSP.

a. The MSP Lead shall report progress on a quarterly basis to the Operations Management Council (OMC). The Focus Area Leads shall report to the MSP Lead execution progress, issues, and obstacles. Progress towards achieving established goals shall be reported annually to PA&E by the MSP Lead and Focus Area Leads.

2.3.1 Risk Management & Reporting

The MSP clarifies that mission support decisions shall be evaluated within the context of impact and risks to mission. The ultimate goal shall be to enable mission success by managing institutional risk to mission. Institutional risks are those impacting the institutional base that supports all levels of mission execution. The institutional base includes human resources, infrastructure, information technology resources, and administrative and program support services.

The MSP directs the MSP Lead to report annually to the OMC top-level risks both to the MSP Objectives and Agency mission. Those top-level and cross-cutting risks are identified and provided to the MSP Lead by the Focus Area Leads, MSOs and Centers.

2.3.2 Performance Tracking and Reporting

a. Link to Agency Performance Processes

The MSP shall define an integrated set of institutional goals, objectives, and associated performance measures against which NASA can monitor and evaluate mission support performance and alignment to Agency strategy. Performance on achieving the goals and objectives outlined in the MSP shall be measured at every level of the organization in the following manner:

- (1) Agency level goals and objectives will be identified, tracked and reported to the OMC on a quarterly basis by the MSP Lead and Focus Area Leads. Focus Area Leads shall track objectives and lower-level performance metrics.
- (2) Mission Support Office and Center performance shall be evaluated by success towards achieving goals and objectives outlined in the Operational Plans. The Agency shall establish Annual Performance Goals (APGs) similar to those used to monitor programmatic and strategic performance.
- (3) Evaluation of individual performance goals shall be based on success towards achieving Operational Plan goals and objectives.

CHAPTER 3 MISSION SUPPORT PLANNING PRODUCTS

3.1 Content and frequency of deliverables

a. Mission Support Plan

The Mission Support Plan shall be updated on the same schedule as the NASA Strategic Plan. It shall be updated at a minimum every three years, with interim updates if the Agency publishes a new Strategic Plan.

b. Mission Support Focus Area Documents

MSP Focus Area Documents shall be reviewed every year and updated as necessary or when the MSP is updated.

c. Budget Guidance

Budget guidance shall be issued in the PPBE guidance documents.

D, Additional analyses and reports, as required by MSP Lead and Focus Area Leads, shall be provided on an as-needed basis to support planning and reporting.

CHAPTER 4 MEASUREMENTS

4.1 Mission Support Plan Measurement

The Mission Support Plan (MSP) shall include a measurement feature to evaluate progress towards achievement of NASA mission support objectives and the associated MSP component outcomes, objectives, initiatives and actions to reduce mission risks.

Performance metrics and the measurement process will provide support for senior management decision-making when they evaluate progress on achievement of mission objectives and performance requirements.

Measurement of progress and performance will evaluate all aspects of the MSP including the individual progress towards, and performance in, achievement of the outcomes and objectives in each component Focus Area Document. The MSP measurement process shall incorporate existing NASA risk assessment and control and objective setting and monitoring methods.

APPENDIX A MISSION SUPPORT PLAN

APPENDIX B DEFINITIONS

Alignment

The positioning of the institutional policies, practices, and strategies in relationship to the Agency's Strategic Plan and performance plan, so that the institutional activity is in direct support of the agency's mission, goals, and objectives.

Annual Performance Goals, Mission Support

A target level of institutional performance at a specified time or period expressed as a tangible, measurable outcome, against which actual achievement can be compared, including a goal expressed as a quantitative standard, value, or rate. A performance goal is comprised of a performance measure with targets and time frames. The distinction between “long-term” and “annual” refers to the relative time frames for achievement of the goals.

Continuous Risk Management

The on-going integration of the management of risks at each level of management activities into a comprehensive, structured and systematic process which balances, through overall risk trade-offs, all aspects of business and strategic planning and decision-making efforts.

Framework

A structured description of a topic of interest, including a detailed statement of the problem(s) to be solved and the goal(s) to be achieved.

Focus Area

A Focus Area represents one or more Mission Support functions. The five Focus areas that have Focus Area Documents in the Mission Support Plan are workforce, infrastructure, finance, information systems, and management systems

Focus Area Document

Focus Area Documents are contained in the Mission Support Plan and deal with specific issues, risks, goals, and objectives covering each of the five Focus Areas.

Focus Area Lead

The individuals from each Focus Area who are responsible for coordinating and collaborating with other members of their area in writing and finalizing their area Focus Area Document.

Goals, Mission Support

A targeted level of accomplishment, in the mission support arena, expressed as a tangible and measurable objective against which actual achievement is compared.

Governance

Refers to how Agency-level decisions are made above the level of line organizations.

Institutional Base

The human resources, infrastructure, information technology resources, and administrative and program support services (e.g., environmental management) required to support programs and projects.

Institutional Risk Management

An organized, systematic decision making process that efficiently identifies, analyzes, plans, tracks, controls, communicates, and documents risk to increase the likelihood of achieving program/project goals.

Metric

A measurement taken over a period of time that communicates vital information about a process or activity. A metric should drive appropriate action.

Outcome Measures

Outcomes are institutional performance measures of NASA's progress toward achieving longer-term Strategic Objectives and Strategic Goals. Performance on an outcome is determined by weighing the performance of associated Annual Performance Goals against management's timeline for achieving the outcome.

Mission

A major activity required to accomplish an Agency goal or to effectively pursue a scientific, technological, or engineering opportunity directly related to an Agency goal. Mission needs are independent of any particular system or technological solution.

Mission Support Office

Headquarters organizations that establish and disseminate policy and leadership strategies within assigned areas of responsibility in support of all NASA programs and activities.

Objectives, Mission Support

A specific milestone or target level necessary to realize Agency goals.

Performance Measurements, Mission Support

Indicators, statistics, or metrics used to gauge performance across the institutional base.

NASA Strategic Plan

The Strategic Plan documents the agency's long-term goals, articulated in a coherent plan that establishes the Focus Area under which NASA may achieve

its vision “to advance U.S. scientific, security, and economic interests through a robust space exploration program.”

Objectives, Mission Support

A specific milestone or target level necessary to realize Agency goals.

Performance Measurements, Mission Support

Indicators, statistics, or metrics used to gauge performance across the institutional base.

Planning, Programming, Budgeting and Execution (PPBE) Process

An agency-wide methodology for aligning resources in a comprehensive, disciplined, top-down approach that supports the agency’s vision and mission. It focuses on translating strategy into actionable programs and bringing together agency priorities and strategic outcomes within the agency’s resource constraints.

Program

A strategic investment by a Mission Directorate or Mission Support Office that has defined goals, objectives, architecture, funding level, and a management structure that supports one or more projects. Additional information on programs may be found in NPR 7120.5.

Project

A specific investment identified in a Program Plan having defined goals, objectives, requirements, life-cycle cost, a beginning, and an end.

Risk

The combination of the probability that a program or project will experience an undesired event (some examples include a cost overrun, schedule slippage, safety mishap, health problem, malicious activities, environmental impact, failure to achieve a needed scientific or technological breakthrough or mission success criteria) and the consequences, impact, or severity of the undesired event, were it to occur. Both the probability and consequences may have associated uncertainties.

Risk Management

An organized, systematic decision-making process that efficiently identifies, analyzes, plans, tracks, controls, communicates, and documents risk to increase the likelihood of achieving program/project goals.

Risk Assessment

An evaluation of a risk item that determines (1) what can go wrong, (2) how likely is it to occur, and (3) what the consequences are.

